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14 September 1953

MEMORANDUM FOR: CHIEF OF ADMINISTRATION, DD/P
ATTN: [REDACTED]

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SUBJECT : EE Division Concurrence in "Survey Report of the
Personnel Section/EE/Admin" Contained in Memorandum
for Acting Deputy Director, Administration, from
[REDACTED], Assistant Management Officer, DD/A,
dated 8 September 1953

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1. With respect to the conclusions and recommendations set forth
in the subject survey, Mr. [REDACTED] Chief, EE Division Personnel
Section and I have reviewed the recommendations with Mr. [REDACTED] and with
Mr. [REDACTED], Plans, Research and Development Staff, Personnel
Office, DD/A, with the following determinations:

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- a. With respect to the recommendation at paragraph 5a:
Concur, with the reservation that paragraph 5a(3)(c)
not be considered a Personnel function, but, rather,
a Training Section function of the EE Division.
- b. With respect to the recommendation at paragraph 5b:
Concur fully, with your understanding that the basis
of an adequate, accurate and effective records
system is the possession of a firm Headquarters and
field T/O.
- c. With respect to the recommendation at paragraph 5c:
Concur, with the apprehension that ultimate elimina-
tion of personnel files at Division level will
seriously bottleneck Division personnel management
until such time as the Personnel Office is prepared
to render prompt delivery service on official
personnel files.
- d. With respect to the recommendations at paragraph 5d
and 5e: Concur, and having obtained your verbal

approval to/

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approval to do so, will implement this work transfer from EE Division to MPD preliminary to any overall DE/P adoption of this recommendation for all Area Divisions. Immediate implementation of this recommendation will, of course, stop short of seeking Cable Secretariat assignment of action to MPD. Cable action will be accepted and reassigned by EE to MPD.

- e. With respect to recommendation at paragraph 5f: I should like to point out that while the clerical slots mentioned are currently vacant, this has been due to the failure of Personnel Procurement Division to provide sufficient clerical personnel to the Division, sustaining the requirement for using casual personnel. The positions have been manned by casuals and the Division is convinced that any re-evaluation, after the current work load levels off, will justify the retention of these positions. No objection to the release of the military personnel officer position after proof that the new system has reduced the EE Division work load proportionately.

2. In my opinion, the organization chart and T/O of the Personnel Section at Tab A require certain adjustments. The Assistant Chief position should be upgraded to GS-12. I do not think that the senior records position can be effectively manned with a GS-7. The position was down-graded from GS-9 by the Classification and Wage Division. In such down-grading, I believe that the Classification and Wage Division de-emphasizes a very important function.

3. I realize that in the time allotted to a survey of this scope, several important areas of personnel management cannot be examined. I recommend that any re-survey, on a more leisurely basis, be aimed at certain of the larger problems. For example, I believe that the EE Division has surrendered to the [REDACTED] a function which is properly that of the Headquarters Division, the DD/A support Offices and the Personnel Office. Specifically this would be the final authority for placement of field personnel. This authority should be reinvested in Headquarters; by regulation, if necessary. The responsibility now rests with the [REDACTED] because it insisted upon having such authority. On a true career management basis, however, the authority should not be left in the field, but, rather, should be incorporated as

a responsibility/

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a responsibility of the Career Service Boards and the Headquarters offices. Whereas COMMO enjoys complete freedom in the assignment of its personnel, this is not true of the other support arms, namely, TSS, SO, CFD and Logistics. Cable (IN 17311) is a case in point. In this cable the Mission, before making a decision on a GS-7 fiscal clerk, states, "Prior to decision, desire identity and job background sketch." My point is that the Mission is not as competent, or at least it should not be as competent, as the Chief, Finance Division to judge the technical qualifications of the candidate. The same would be true of a TSS, an SO or a Logistics careerist. I believe that Finance Division is capable of making the final selection and assignment of its personnel and in managing its own rotation and career development program. I believe that the TSS Senior Staff is equally capable of assuming this responsibility. The same is true of the Security Office. As with COMMO, I believe that Finance Division, Security Office and TSS should manage their own personnel programs with a minimum of Area Division coordination. With respect to the Logistics Office, I would want to withhold judgment until the Logistics Office has gained greater experience in a world-wide personnel management program. I see no reason why that program should not eventually be on the same footing with COMMO. The reason the Logistics Office could not fully implement its program at this time is that it does not have its own career men in all of the key logistics positions in the field. I think it eventually should have its own career personnel in these positions, at which time its personnel management program could be made entirely effective at both ends of the pipeline.

h. I believe that the subject survey should have uncovered the fact that the EE Division presently is cutting all personnel actions for its overseas establishment regardless of the Headquarters echelon involved. Since this is unnecessarily burdening the Division, I believe that the new field T/O should be established as a [REDACTED] on T/O with annexes for DDI, Auditor-in-Chief, SWPE, COMMO, SE and SR Divisions. At this point, I think those elements, given their own T/O numbers, should cut and process their own actions. Eventually, I think that Finance, Security, Logistics and possibly other support elements should have their positions within the [REDACTED] earmarked, and that they in turn should cut and process their personnel actions, reserving to the Area Division the actions of operations and intelligence officers, largely, together with a certain complement of secretarial and clerical personnel. I maintain that, eventually, the Personnel Office should supply all Personnel personnel in precisely the way the Finance Division now supplies Finance personnel. It follows that a Personnel Officer or Clerk, therefore, would not remain identified with any Area Division but, rather, would be absorbed and identified with the career service of the Personnel Office.

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5. A weakness/

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5. A weakness of the subject survey would be its failure to have attacked the problem surrounding the time lag in the processing of personnel actions. It is my belief that these actions are requiring weeks to effectuate, whereas days should suffice. Perhaps, the swing will be projected beyond Area Division procedures and will at that time pick up these over-all deficiencies.

6. I expected the survey to determine the Time and Attendance procedures of the Division, and their effectiveness or need for reform, and the entire problem of the use or misuse of overtime employment.

7. On the whole, I think the survey is very timely, healthy, and constructive and I think that in the time allotted to the survey team, it covered considerable ground with considerable insight and good judgment. I should hope that, when all the Area Division surveys are in, your Office, in concert with the Personnel Office, will carefully weigh these recommendations which represent a majority opinion and will implement these recommendations with a suggested Area Division personnel section organization, complete with job descriptions, a set of standard procedures (in "how to do it" format), and a personnel actions flow chart encompassing the complete personnel management wheel of the CIA Headquarters and its field establishment. I believe that this result would constitute an important and helpful Staff service.


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